

# CAREER DEVELOPMENT

## Course Catalog

April 2015 – February 2016

[www.harriscountytexas.gov/hctraining/](http://www.harriscountytexas.gov/hctraining/)

SUCCESS

LEADERSHIP

NW

SW

NE

MANAGEMENT

SE

PROFESSIONAL



**CAO & HRRM**

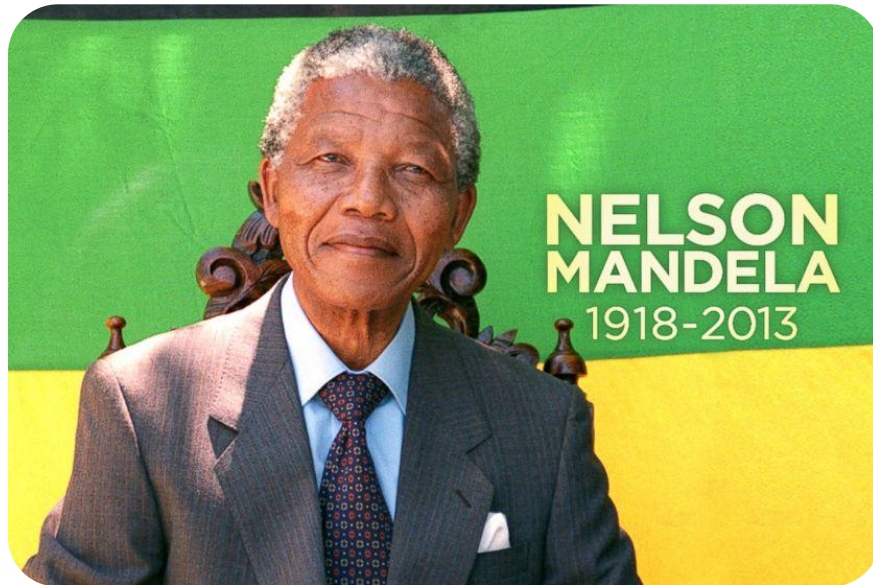
INITIATIVE

COMPLIANCE

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## Table of Contents

List of All Live Courses .....	3
Summary of Recommended Courses .....	6
Professional Development Track .....	7
Management/Supervisors Track .....	11
Leadership Track .....	12
E-Learning Classes .....	13
New Employee Orientation .....	18
Retirement Seminars .....	19
The Career Development Library .....	20
Course Descriptions .....	24



*Education is the most  
powerful weapon which  
you can use  
to change the world.*



## List of All Live Classes

PROFESSIONAL DEVELOPMENT TRACK	MANAGEMENT/SUPERVISORS TRACK	LEADERSHIP TRACK
Budgeting Basics & Living Off Your Paycheck	Advanced FMLA and ADA	Assertiveness for Leaders
Building Successful Teams & Strengthening Work Relationships	Basic FMLA	Building Team and Organizational Excellence
Button Pushers – Dealing with Difficult Situations	Coaching Your Employees: The 364 Days Before a Performance Appraisal	Leading Employees to High Performance
Conflict or Cooperation	Fair Labor Standards Act: Exempt or Non-Exempt?	Understanding Human Behavior
Confront It, Don't Ignore It	Getting to the Root of the Problem	
Conquering Conflict	Harassment Awareness and Prevention	
Customer Service Skills for First Contact Employees	Managing Performance – Key Conversations	
Dealing with Conflict & Effective Communication in the Workplace	Motivating Your Employees	
Dealing with Difficult People	Peer Today, Boss Tomorrow – Making A Successful Transition	
Dress for Success – Business Impressions	Ten Things Every Supervisor Should Know	
Effective Conflict Resolution	The Americans with Disabilities Act	
Ethics		



## List of All Live Classes

PROFESSIONAL DEVELOPMENT TRACK	MANAGEMENT/SUPERVISORS TRACK	LEADERSHIP TRACK
Firm Foundation – Basic Punctuation, Sentence Structure, and Paragraphing	<i>See previous page for courses</i>	<i>See previous page for courses</i>
Getting to Know Your iPad		
Harassment Awareness		
How Do I Manage My Time – Time Management Assessment and Improvement		
Increasing Communication Effectiveness		
Influencing Positive Change		
It's Not Personal – Understanding Why People Behave the Way They Do		
Learning to Listen		
Let's Be the Ones to Get it Done – Motivating Ourselves and Others		
Mind Stretchers – Critical Thinking Skills for Every Day Life		
Planning Your Financial Future & Overcoming Debt		
Power Tools – Proofing Tips and Techniques		



## List of All Live Classes

PROFESSIONAL DEVELOPMENT TRACK	MANAGEMENT/SUPERVISORS TRACK	LEADERSHIP TRACK
Projecting Professionalism	<u><i>See previous page for courses</i></u>	<u><i>See previous page for courses</i></u>
Providing Excellent Customer Service		
Respectful Communication in the Workplace		
SMART Goal Setting		
The Glass is Half Full – Shifting Perception to Achieve Results		
Understanding and Communicating with a Multigeneration Workforce & Generational Differences		
<u>What's My Role? – Team Roles and Dynamics</u>		



## Summary of Recommended Courses

ALL EMPLOYEES	SUPERVISORS	MID-MANAGEMENT AND ABOVE
<b>Ethics</b> - available live or via YouTube - within 6 months of hire and - every other year after that	<b>Harassment Awareness and Prevention</b> - within 3 months of hire/promotion to a Supervisor role - every other year after that	<b>Understanding Human Behavior</b>
<b>Harassment Awareness</b> - within 3 months of hire and - every other year after that	<b>Basic FMLA</b> - within 6 months of hire/promotion to a Supervisor role - more frequently, if desired	<b>Leading Employees to High Performance</b>
<b>Learning to Listen</b>	<b>The Americans with Disabilities Act</b> - within 6 months of hire/promotion to a Supervisor role - more frequently if desired	<b>Assertiveness for Leaders</b>
<b>Dealing with Difficult People</b>	<b>Advanced FMLA and ADA</b> - after taking and understanding both Basic FMLA and Basic ADA (multiple times, if desired)	<b>Building Team and Organizational Excellence</b>
<b>Effective Conflict Resolution</b>	<b>Ten Things Every Supervisor Should Know</b> - within 6 months of hire/promotion to a Supervisor role	



**All are welcome,  
with supervisor  
approval!**

## Professional Development Track

Course	Date	Time	Instructor
<b>Budgeting Basics &amp; Living Off Your Paycheck</b> <i>Available through Distance Learning</i>	Thursday, July 23 Thursday, February 18	1:00 pm – 3:00 pm 9:00 am – 11:00 am	<i>Judy Entzenberger</i>
<b>Building Successful Teams &amp; Strengthening Work Relationships</b> <i>Available through Distance Learning</i>	Thursday, October 15	9:00 am – 10:30 am	<i>Judy Entzenberger</i>
<b>Button Pushers – Dealing with Difficult Situations</b> <i>Available through Distance Learning</i>	Thursday, May 7 Thursday, September 17	1:00 pm – 3:00 pm 1:00 pm – 3:00 pm	<i>Tawnya Mitchell</i>
<b>Conflict or Cooperation</b>	Tuesday, June 30 Thursday, January 28	1:00 pm – 4:00 pm 1:00 pm – 4:00 pm	<i>Tawnya Mitchell</i>
<b>Confront It, Don't Ignore It</b> <i>Available through Distance Learning</i>	Tuesday, May 5 Tuesday, October 6	1:00 pm – 2:30 pm 1:00 pm – 2:30 pm	<i>Margaret Johnson</i>
<b>Conquering Conflict</b>	Tuesday, May 12 Tuesday, October 13	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Amy Castro</i>
<b>Customer Service Skills for First Contact Employees</b>	Thursday, June 18 Tuesday, November 3	1:00 pm – 4:00 pm 9:00 am – 12:00 pm	<i>Amy Castro</i>
<b>Dealing with Conflict &amp; Effective Communication in the Workplace</b> <i>Available through Distance Learning</i>	Tuesday, February 16	9:00 am – 11:00 am	<i>Judy Entzenberger</i>

## Professional Development Track (continued)

Course	Date	Time	Instructor
<b>Dealing with Difficult People</b>	Tuesday, April 21 Tuesday, September 29	1:00 pm – 4:00 pm 9:00 am – 12:00 pm	<i>Amy Castro</i>
<b>Dress for Success – Business Impressions</b> <i>Available through Distance Learning</i>	Tuesday, May 12 Tuesday, October 13	1:00 pm – 3:00 pm 1:00 pm – 3:00 pm	<i>Amy Castro</i>
<b>Effective Conflict Resolution</b>	Wednesday, April 29 Wednesday, November 4	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Walt Natemeyer</i>
<b>Ethics</b>	Tuesday, July 28 Tuesday, October 27 Thursday, February 4	1:00 pm – 3:00 pm 9:00 am – 10:30 am 9:00 am – 10:30 am	<i>Eileen Begle</i>
<b>Firm Foundation – Basic Punctuation, Sentence Structure, and Paragraphing</b>	Thursday, May 21 Tuesday, October 20	9:00 am – 12:00 pm 1:00 pm – 4:00 pm	<i>Tawnya Mitchell</i>
<b>Getting to Know Your iPad</b>	Wednesday, July 8 Wednesday, October 7	10:00 am – 12:00 pm 10:00 am – 12:00 pm	<i>Michelle Richardson</i>
<b>Harassment Awareness</b>	Wednesday, July 8 Wednesday, December 2	1:30 pm – 3:30 pm 8:30 am – 10:30 am	<i>Eileen Begle</i>
<b>How Do I Manage My Time – Time Management Assessment and Improvement</b> <i>Available through Distance Learning</i>	Thursday, May 21 Tuesday, August 4 Wednesday, December 9	1:00 pm – 3:00 pm 9:30 am – 11:30 am 9:30 am – 11:30 am	<i>Tawnya Mitchell</i>
<b>Increasing Communication Effectiveness</b>	Wednesday, April 29 Wednesday, November 4	1:00 pm – 4:00 pm 1:00 pm – 4:00 pm	<i>Walt Natemeyer</i>



## Professional Development Track (continued)

Course	Date	Time	Instructor
<b>Influencing Positive Change</b> <i>Available through Distance Learning</i>	Tuesday, June 23 Tuesday, December 1	1:00 pm – 2:30 pm 1:00 pm – 2:30 pm	<i>Margaret Johnson</i>
<b>It's Not Personal – Understanding Why People Behave the Way They Do</b>	Thursday, April 30 Thursday, October 8	1:00 pm – 4:00 pm 1:00 pm – 4:00 pm	<i>Stephen Haslam/ Robert Pennington</i>
<b>Learning to Listen</b> <i>Available through Distance Learning</i>	Thursday, July 30 Tuesday, January 19	9:30 am – 11:30 am 9:30 am – 11:30 am	<i>Tawnya Mitchell</i>
<b>Let's Be the Ones to Get It Done – Motivating Ourselves and Others</b>	Tuesday, August 18 Thursday, November 5	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Margaret Johnson</i>
<b>Mind Stretchers – Critical Thinking Skills for Every Day Life</b>	Wednesday, June 24 Tuesday, September 22	1:00 pm – 4:00 pm 9:00 am – 12:00 pm	<i>Margaret Johnson</i>
<b>Planning Your Financial Future &amp; Overcoming Debt</b> <i>Available through Distance Learning</i>	Tuesday, August 11 Tuesday, February 23	1:00 pm – 3:00 pm 9:00 am – 11:00 am	<i>Judy Entzenberger</i>
<b>Power Tools – Proofing Tips and Techniques</b> <i>Available through Distance Learning</i>	Thursday, July 30 Wednesday, December 9	1:00 pm – 2:30 pm 1:00 pm – 2:30 pm	<i>Tawnya Mitchell</i>
<b>Projecting Professionalism</b>	Thursday, May 7 Thursday, September 17	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Tawnya Mitchell</i>

## Professional Development Track (continued)

Course	Date	Time	Instructor
<b>Providing Excellent Customer Service</b> <i>Available through Distance Learning</i>	Thursday, October 15 Tuesday, February 23	1:00 pm – 2:30 pm 1:00 pm – 2:30 pm	Judy Entzenberger
<b>Respectful Communication in the Workplace</b> <i>Available through Distance Learning</i>	Tuesday, February 16	1:00 pm – 2:30 pm	Judy Entzenberger
<b>SMART Goal Setting</b>	Tuesday, July 28 Tuesday, January 26	9:00 am – 12:00 pm 1:00 pm – 4:00 pm	Amy Castro
<b>The Glass is Half Full - Shifting Perception to Achieve Results</b>	Tuesday, June 23 Tuesday, December 1	9:00 am – 12:00 pm 9:00 am – 12:00 pm	Margaret Johnson
<b>Understanding and Communicating with a Multigeneration Workforce &amp; Generational Differences</b> <i>Available through Distance Learning</i>	Thursday, June 25 Thursday, February 18	1:00 pm – 3:00 pm 1:00 pm – 3:00 pm	Judy Entzenberger
<b>What's My Role? – Team Roles and Dynamics</b> <i>Available through Distance Learning</i>	Tuesday, August 4 Tuesday, January 19	1:00 pm – 3:00 pm 1:00 pm – 3:00 pm	Tawnya Mitchell

If we keep doing what we're doing, we're going to keep getting what we're getting.



**Supervisors** are welcome, with their supervisor's approval!

## Management/Supervisors Track

Course	Date	Time	Instructor
<b>Advanced FMLA and ADA</b>	Wednesday, June 3 Thursday, October 22	9:00 am – 12:00 pm 1:30 pm – 4:30 pm	<i>Eileen Begle Alexis Knapp</i>
<b>Basic FMLA</b>	Thursday, April 30 Tuesday, June 16 Tuesday, December 8	9:00 am – 12:00 pm 9:00 am – 12:00 pm 1:30 pm – 4:30 pm	<i>Eileen Begle Alexis Knapp</i>
<b>Coaching Your Employees: The 364 Days Before a Performance Appraisal</b>	Tuesday, September 15	9:00 am – 12:00 pm	<i>Amy Castro</i>
<b>Fair Labor Standards Act: Exempt or Non-Exempt?</b>	Tuesday, July 7 Thursday, January 21	1:30 pm – 3:30 pm 1:30 pm – 3:30 pm	<i>Alexis Knapp</i>
<b>Getting to the Root of the Problem</b>	Tuesday, May 5 Tuesday, October 6	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Margaret Johnson</i>
<b>Harassment Awareness and Prevention</b>	Tuesday, August 18 Tuesday, November 3	1:30 pm – 3:30 pm 1:30 pm – 3:30 pm	<i>Alexis Knapp</i>
<b>Managing Performance – Key Conversations</b>	Tuesday, June 30 Tuesday, November 10	9:00 am – 12:00 pm 1:00 pm – 4:00 pm	<i>Tawnya Mitchell</i>

## Management/Supervisors Track (continued)

Course	Date	Time	Instructor
<b>Motivating Your Employees</b>	Tuesday, August 11 Tuesday, December 8	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Amy Castro</i>
<b>Peer Today, Boss Tomorrow – Making a Successful Transition</b>	Tuesday, June 2 Tuesday, November 10	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Amy Castro</i>
<b>Ten Things Every Supervisor Should Know</b>	Wednesday, August 12 Wednesday, October 14 Thursday, January 7	1:30 pm – 3:30 pm 1:30 pm – 3:30 pm 9:00 am – 11:00 am	<i>Eileen Begle</i>
<b>The Americans with Disabilities Act</b>	Tuesday, April 28 Tuesday, July 21 Thursday, November 5	9:00 am – 12:00 pm 1:30 pm – 4:30 pm 1:30 pm – 4:30 pm	<i>Eileen Begle</i> <i>Alexis Knapp</i>

For mid-managers and above, with supervisor approval.

## Leadership Track

Course	Date	Time	Instructor
<b>Assertiveness for Leaders</b>	Tuesday, July 7 Thursday, January 21	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Amy Castro</i>
<b>Building Team and Organizational Excellence</b>	Thursday, May 14 Wednesday, October 7	9:00 am – 12:00 pm 1:00 pm – 4:00 pm	<i>Walt Natemeyer</i>

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## Leadership Track (continued)

Course	Date	Time	Instructor
<b>Leading Employees to High Performance</b>	Thursday, July 9 Tuesday, February 9	1:00 pm – 4:00 pm 1:00 pm – 4:00 pm	<i>Walt Natemeyer</i>
<b>Understanding Human Behavior</b>	Thursday, July 9 Tuesday, February 9	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Walt Natemeyer</i>



## E-Learning Opportunities

E-learning courses are open to all employees with supervisory approval. To register, email [gracie.guillen@bmd.hctx.net](mailto:gracie.guillen@bmd.hctx.net).

### **Successfully Managing the Stress of Change** (45 minutes)

Participants will learn how to practice practical, common sense techniques to manage stress caused by change. Discover how you may be contributing to your own stress and learn ways to move through it. Participants will recognize the early warning signs of stress, how to remain calm, maintain a sense of humor, and manage behavior to prevent or reduce feelings of stress.

### **The Martial Art of Communication** (30 minutes)

Learn essential keys to reducing other people's resistance to your point of view, along with the five levels of clear, complete communication. Also, learn how to use martial arts to turn conflicts into success to build understanding and commitment.

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## E-Learning Opportunities (continued)

We have a limited number of the following Manager/Supervisor Skills Series presentations. You may sign-up for a maximum of two classes at a time. Each class is worth two hours of training credit. To register, send an email to [gracie.guillen@bmd.hctx.net](mailto:gracie.guillen@bmd.hctx.net).

### **Achieving Communication Effectiveness**

Learn to function more productively through improved communication to get tasks done faster with fewer mistakes. Understand the elements of communication to overcome barriers to effective listening. Learn to improve your ability to listen and interpret messages.

### **Coaching Job Skills**

Managers/Supervisors will learn the process of developing relationships with team members to successfully achieve results to perform a job, task, or skill. Understand the special nature of coaching, one-on-one activities that involve showing a team member how to perform a task, and the importance of observation and analysis before coaching a team member. Learn to involve team members in the coaching process by asking questions and encouraging feedback.

### **Communicating Up**

Learn how to frame communication to achieve a desired result. Understand the importance of framing all communication in terms of self-interest. Use questions to focus on benefits to be gained when the objective is reached. Clearly and concisely restate the decisions that resulted from communication to ensure that those decisions are mutually understood.

### **Delegating**

Delegating provides the tools necessary to develop messages that communicate the “what” and “why” of every delegated task to increase confidence and responsibility. Understand the importance of effective delegation as well as the problems associated with the lack of delegating or delegating poorly. Encourage participation and involvement through proper delegating methods and establish responsibility and authority for a delegated task.



*Willingness to change is a strength, even if it means plunging part of the company into total confusion for a while.*

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## E-Learning Opportunities (continued)

We have a limited number of the following Manager/Supervisor Skills Series presentations. You may sign-up for a maximum of two classes at a time. Each class is worth two hours of training credit. To register, send an email to [gracie.guillen@bmd.hctx.net](mailto:gracie.guillen@bmd.hctx.net).

### **Developing and Coaching Others**

Effectively and successfully develop team members to become better and more consistent performers. Successfully motivate, direct, and coach through a learning process to ensure learning is transferred into improved on-the-job-performance. Effectively handle “coaching moments” to improve performance on the job.

### **Developing Performance Goals and Standards**

Establish specific measurable, attainable, results-oriented, and time-framed performance goals. Learn the steps that gain team member agreement and commitment to those performance goals. Define and establish goals, objectives, and performance standards. Involve and create team member’s own individual performance standards.

### **Diversity Awareness**

Understand, recognize, and appreciate cultural diversity. Learn how to interact with different kinds of people and recognize the benefits and enrichment of wealth multi-culturalism can bring.

### **Effective Discipline**

Learn effective techniques for addressing problem behaviors. Use communication skills to preserve self-respect and encourage the best kind of discipline – self-discipline. Manage discussions and recognize the importance of team member participation in defining problems and their solutions.



### **Essential Skills of Communication**

This session provides the tools necessary to develop clear, concise messages. By focusing on communication as a two-way process, messages will be clear, well organized, and aimed at the needs and interests of the listener. By developing the essential skills of communication, managers/supervisors will improve relations with their team members and increase productivity.



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## E-Learning Opportunities (continued)

We have a limited number of the following Manager/Supervisor Skills Series presentations. You may sign-up for a maximum of two classes at a time. Each class is worth two hours of training credit. To register, send an email to [gracie.guillen@bmd.hctx.net](mailto:gracie.guillen@bmd.hctx.net).

### **Essential Skills of Leadership**

Participants focus on three critical management skills to establish a methodology for productive interaction between team members and team leaders. This class will help experienced managers, new managers, and aspiring managers refocus on the basics – the skills required to manage the individuals while also leading the team. Deal with your team members on a day-to-day basis to maintain and enhance their self-esteem. Base your discussions about performance and work habits on your team member's behaviors rather than on their personalities or attitudes and involve your team members in setting goals, solving problems, and making decisions.

### **Hiring Winning Talent**

This session teaches a behaviorally-based interview approach and how to discover the “real” person behind a job applicant.

### **Improving Work Habits**

Learn to recognize and address negative behaviors and poor work habits effectively before it becomes a disciplinary problem. Distinguish between job performance and work habits and understand the importance of dealing with unsatisfactory work habits early. Involve the individual in the process of correcting the unsatisfactory behavior and increase accountability by commitment to a clear plan of action and review progress regularly.

### **Managing Complaints**

Many times complaints may seem unimportant; however they should all be addressed and resolved in a sensitive manner rather than ignored or dismissed. Learn how to resolve simple complaints and identify hidden agendas that often underline the chronic grievances. Use various techniques to solve problems while maintaining a positive relationship with team members.



### **Motivating Team Members**

Learn implementation tools, troubleshooting guides, and additional resources to help apply skills to perform a job or task. Understand the factors that motivate to perform effectively and distinguish between motivators and dissatisfiers. Learn to create a work environment that will motivate higher performance.

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## E-Learning Opportunities (continued)

We have a limited number of the following Manager/Supervisor Skills Series presentations. You may sign-up for a maximum of two classes at a time. Each class is worth two hours of training credit. To register, send an email to [gracie.guillen@bmd.hctx.net](mailto:gracie.guillen@bmd.hctx.net).

### **Professionalism in the Office**

Gain the skills needed to be more professional on the job. This session will emphasize the positive results when an employee has courtesy, work organization, time management skills, effective interpersonal communication skills, knowledge of organizational culture and flexibility for change. Learn how to increase your productivity by organizing work, setting priorities, and managing your time effectively. Understand all professional skills and behaviors can be learned, perfected, and used successfully in both the business world and in personal life.

### **Providing Performance Feedback**

This session establishes performance standards and a clear and credible performance evaluation. Learn to base assessments on facts and behaviors for positive performance feedback to encourage self-motivation. Gain team member participation, agreement, and commitment to the change needed to improve performance.

### **Resolving Conflicts**

Using effective communication and management techniques, managers/supervisors can develop skills to identify the source of conflicts. Distinguish the two major sources of personality clashes and work structure problems and be aware of the positive and negative impacts of conflicts. Accept conflict as an inevitable part of all work situations, establish a cooperative atmosphere, and help individuals understand each other's point of view and lead them to agree on the facts and solution.



### **Solving Workplace Problems**

Learn a process for solving problems to understand that by working together and looking at things with a new perspective, anyone can be creative and innovative. Participants will learn how to define problems, identify blocks to creativity, and develop skills and create strategies to plan creative solutions.



### **Supporting Change**

Understand and interpret change to set a clear communication to reduce misunderstanding and anxiety. Learn to assist and involve team members as they adjust to change and follow-up to make sure adjustment to the change is going as planned.



## New Employee Orientation

**Please note:**

*Registration is required to guarantee adequate space and materials.*

**Location: 1310 Prairie, 16<sup>th</sup> Floor  
8:30 am – 12:00 pm**

Dates				
May 20 <sup>th</sup>	June 17 <sup>th</sup>	July 15 <sup>th</sup>	August 19 <sup>th</sup>	September 16 <sup>th</sup>
October 21 <sup>st</sup>	November 18 <sup>th</sup>	December 16 <sup>th</sup>	January 20 <sup>th</sup>	February 17 <sup>th</sup>

All new employees are welcome to one of these sessions. Learn about your health care, payroll, retirement benefits, your rights and responsibilities as an employee, career development programs, and other Harris County services.

Call **713-274-5425** for further information.



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## Retirement Seminars

**R**egistration for a Retirement Seminar is **by invitation only**. If you have already attended a Retirement Seminar, you may register for another one, but attendance is on your own time.



**8:00 am – 4:00 pm**

Date	Location	Address
<b>May 28, 2015</b> (registration period: 4/13 – 5/14)	Leon Grayson Community Center	13828 Corpus Christi Houston, Texas 77047
<b>August 6, 2015</b> (registration period: 6/22 – 7/23)	Tom Bass Community Center	15108 Cullen Blvd. Houston, Texas 77047
<b>November 12, 2015</b> (registration period: 9/28 – 10/29)	Trini Mendenhall Community Center	1414 Wirt Road Houston, Texas 77055

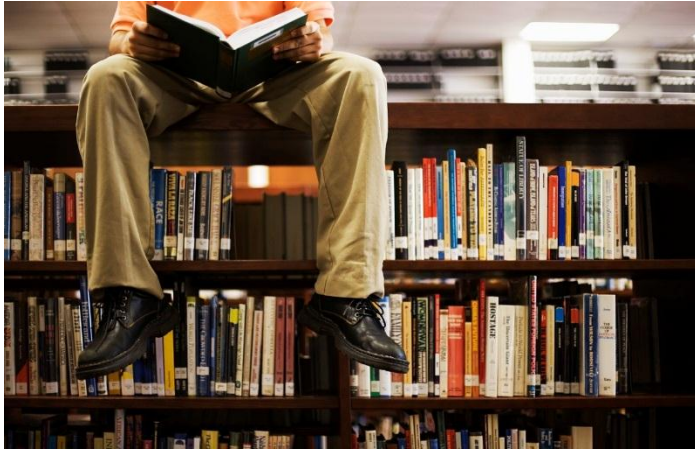
Learn about your TCDRS account, post-retirement benefits and insurance, health and wellness issues, social security, wills and probate, the required forms and process, and other services for future retirees.

Call **713-274-5425** for further information.

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# The Career Development Library



**W**ant to learn at your own pace and in your own space? These workbooks, CDs, and DVDs on a variety of relevant subjects may be for you. Check out material for two weeks at a time. For more information, please call HR & RM at (713) 274-5419.

## Communication and Writing Topics

- Better Business Writing (text)
- Clear Writing (text)
- Communication Booster Shots: Prescription for Healthy Communications (CD/DVD)
- Fat Free Writing (text)
- *How to Say Anything to Anyone* (text)  
By: Shari Harley
- The Building Blocks of Business Writing (text)
- Thinking on Your Feet (text)
- Winning at Human Relations (text)
- Writing Effective E-Mail (text)
- Writing Fitness (text)
- Writing that Sells (text)



**“**Motivation gets  
you started.  
**HABIT**  
keeps you going.

- Jim Rohn

## Compliance Topics

- A Guide to Successful Employment Practices (text)
- FMLA (DVD)
- HR How To: Discipline (text)
- HR How To: Recruiting and Hiring (text)
- It's About Respect (CD/DVD)
- Open Government Training Resources (CD/DVD)
- Preventing Workplace Violence (text)



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# The Career Development Library (continued)

## Employee Development



- Balancing Home & Career (text)
- Concentration! (text)
- Create Your Own Future (text)
- Doubling Your Productivity (CD/DVD)
- Harris County Ethics (CD/DVD)
- How to Master Your Time (CD/DVD)
- How to Negotiate with Confidence (text)
- Influence: The Formula for Success (text)
- Managing Anger (text)
- Managing Stress for Mental Fitness (text)
- Overcoming Anxiety (text)
- Personal Time Management (CD/DVD)
- Stress that Motivates (text)
- The Great American Debt Opportunity (text)
- The Continuously Improving Self (text)
- The Oz Principle: Getting Results Through Individual and Organizational Accountability (text)
- The Miracle of Self-Discipline (CD/DVD)
- The Psychology of Achievement (CD/DVD)
- The Science of Positive Focus (CD/DVD)
- The Science of Self-Confidence (CD/DVD)
- The Ultimate Goals Program (CD/DVD)
- Time Management for Results (CD/DVD)
- Time Power (text)
- TQM – 50 Ways to Make It Work for You (text)
- Understanding Organizational Change (text)
- Unlock Your Potential (CD/DVD)
- Village of 100; 3<sup>rd</sup> Edition (CD/DVD)



## Essential Office Skills

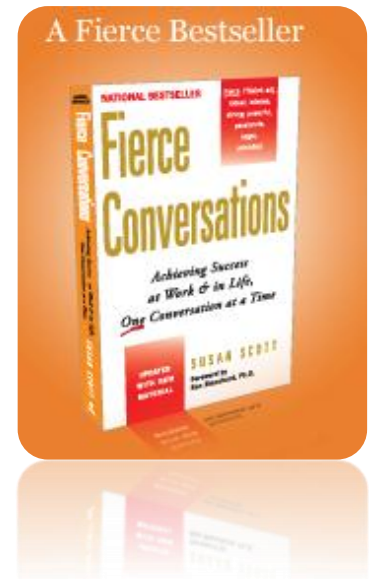
- 50 One-Minute Tips to Better Communication (text)
- Giving and Receiving Feedback (text)
- Office Management (text)
- Professionalism in the Office (text)
- *The Good, The Bad & The Ugly (Customer Service Stories)* (text)  
By: Nancy Friedman
- Working Together (text)

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# The Career Development Library (continued)

## Leadership

- *Classics of Organizational Behavior (text)*  
By: Walt Natemeyer and Paul Hersey
- *Developing High Performance Teams (text)*  
By: Walt Natemeyer
- *Fierce Conversations (text)*  
By: Susan Scott
- *First Among Equals: How to Manage a Group of Professionals (text)*  
By: Patrick J. McKenna and David H. Maister
- *Five Levels of Leadership (text)*  
By: John C. Maxwell
- *It's Our Ship, The No-Nonsense Guide to Leadership (text)*  
By: Captain D. Michael Abrashoff
- *Leadership Made Simple (text)*
- *Learning to Lead (text)*
- *Office Politics (text)*
- *The 21 Most Powerful Minutes in a Leader's Day (text)*  
By: John C. Maxwell
- *The Strategist (text)*  
By: Cynthia A. Montgomery, Harvard Business School
- *Understanding Leadership Competencies (text)*
- *You Don't Need a TITLE to be a Leader (text)*  
By: Mark Sanborn



## Management

- *Achieving Consensus (text)*
- *Behavior Based Interviewing (text)*
- *Effective Performance Appraisals (text)*
- *Finance for Non-Financial Managers (text)*
- *Fish! A Remarkable Way to Boost Morale and Improve Results (text)*

By: Lundin, Paul, and Christensen

- *Handling the Difficult Employee (text)*
- *Managing Disagreement Constructively (text)*
- *Managing Employee Performance (text)*  
By: Tom Watson and William F. Hawkins
- *Managing Performance (text & CD)*
- *Managing Upwards (text)*





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# The Career Development Library (continued)

## Management (continued)

- *Powerful Performance Appraisals (text)*  
By: Karen McKirchy
- Retaining Employees (text)
- The Wall Street MBA – Your Personal Crash Course in Corporate Finance (text)

## Supervision

- Delegating and Supervising (CD/DVD)
- Discussing Performance (text & CD)
- Dynamics of Diversity (text)
- Effective Recruiting Strategies (text)
- Excellence in Supervision (text)
- Quality Interviewing (text)
- Successful Negotiation (text)
- Supervisor's HR Desk Reference (book)
- The Fifty-Minute Supervisor (text)
- The New Supervisor (text)



## Train the Trainer

- 50 One-Minute Tips for Trainers (text)
- Delivering Effective Training Sessions (text)
- Effective Presentation Skills (text)
- Sales Training Basics (text)
- Technical Presentation Skills (text)

To borrow any of the resources above, please call 713-274-5419.

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# {course descriptions} Courses



**Classes with an asterisk \* are open to managers/supervisors only.**

*Topics and presenters are subject to change or cancellation without notice.*

## **\*Advanced FMLA and ADA**

*(Instructor: Eileen Begle/Alexis Knapp)*

**T**he Family & Medical Leave Act and the Americans With Disabilities Act are both very complex laws. Supervisors and managers who have taken Basic FMLA (or already have a good working knowledge of FMLA) will benefit from this interactive class. Come prepared to engage in lively discussions! We will compare and contrast the protections under both laws; discover the reasons why designating FMLA is crucial; identify legal strategies for dealing with potentially abusive situations; and practice recognizing ADA and FMLA issues in the workplace and developing appropriate responses to them. Dealing with employee health issues is never easy. It takes compassion. But it also takes confidence to know that what you say and do is allowed under the law. This class will give you that confidence! You will have plenty of opportunities to ask questions and discuss possible solutions to current issues you may be facing.

## **\*Assertiveness for Leaders**

*(Instructor: Amy Castro)*

Learn the balanced approach to handle people, how to get things done, and communicate in a clear, calm and confident manner. Attendees will gain the skills needed to leap over hurdles faced on a day-to-day basis and to handle conflicts in a proactive and positive way. Learn your own assertiveness style and how to adapt it to make it more effective in daily interactions with employees and others.

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# {course descriptions} Courses

## **\*Basic FMLA**

*(Instructor: Eileen Begle/Alexis Knapp)*

**P**art of your responsibility as a supervisor is to recognize those situations that may qualify for protection under the Family & Medical Leave Act (FMLA) to ensure that the County complies with the law. In this interactive session we will identify the FMLA qualifying events; define the three major FMLA protections; distinguish the protections provided by FMLA from those provided under the Americans with Disabilities Act (ADA); and discover the reasons why designating FMLA is so important. You will have plenty of opportunities to ask questions and discuss possible solutions to any FMLA issues you may be facing.

## **Budgeting Basics & Living Off Your Paycheck**

*(Instructor: Judy Entzenberger)*

Learn basic budgeting concepts which include recognizing debt trouble, setting priorities, reducing expenses, and strategies for saving. This class also provides no-nonsense advice for making ends meet by exploring how personal money beliefs affect the way people save or spend their money. It will help distinguish “meat vs. gravy” spending and includes guidance on reducing debt.

## **Building Successful Teams & Strengthening Work Relationships**

*(Instructor: Judy Entzenberger)*

Participants will focus on the four stages of team development and the key ingredients that make up a successful team. Understand team development issues and its chances of success to implement team building techniques. Learn how to effectively communicate and manage the collaborative process to overcome barriers.

## **\*Building Team and Organizational Excellence**

*(Instructor: Walt Natemeyer)*

Learn how to examine and assess your teams’ effectiveness and identify opportunities for improvement. Analyze video cases to develop a “passion for excellence” and review key organizational factors.

## **Button Pushers – Dealing with Difficult Situations**

*(Instructor: Tawnya Mitchell)*

Identify the top five “button pushing” situations and discuss why situations often escalate conflict rather than resolve it. Learn appropriate non-escalating interventions and practice techniques with peer critique and discussion.

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# {course descriptions} Courses

## **\*Coaching Your Employees: The 364 Days Before a Performance Appraisal**

*(Instructor: Amy Castro)*

Learn strategies to inspire commitment, build new competencies, and promote persistence to make sure changes and learning last. Also, learn how to effectively implement change in the environment to reward learning and remove barriers.

## **Conflict or Cooperation**

*(Instructor: Tawnya Mitchell)*

Increase your awareness of conflict provoking behaviors that may exist and gain understanding on how to replace them with cooperative behavior. Participants will role play and discuss the top 12 defusing tactics, as well as identify the difference between conflict avoidance and conflict resolution.

## **Confront It, Don't Ignore It**

*(Instructor: Margaret Johnson)*

Determine what you want out of an interaction and examine the risk of taking action and not taking action. Discuss the possibilities for the behaviors and reactions in situations and formulate plans for action for themselves and other individuals involved.

## **Conquering Conflict**

*(Instructor: Amy Castro)*

Learn your individual conflict style and be able to identify the style of others. Practice effective conflict resolution tips and techniques that will allow you to see conflict in a new light, as an opportunity for improvement rather than something dreaded and avoided.

## **Customer Service Skills for First Contact Employees**

*(Instructor: Amy Castro)*

Identify the importance of projecting a positive, professional image and understand key customer service skills. Participants will practice a five step problem-solving conversation that can be applied to any customer problem or complaint.

## **Dealing with Conflict & Effective Communication in the Workplace**

*(Instructor: Judy Entzenberger)*

Learn and understand the causes of conflict and how to improve communication skills. Review different types of communication used in the workplace and learn the benefits and challenges to be effective in each form. Gain practical tips and techniques to communicate at work.

**Classes with an asterisk \* are open to managers/supervisors only.**

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# {course descriptions} Courses

## **Dealing with Difficult People**

*(Instructor: Amy Castro)*

Identify the most common difficult types of personalities and learn verbal and non-verbal techniques to effectively interact with those difficult people. Learn listening skills to survive a face-to-face or telephone conversation with a difficult person. Review tips and techniques for conflict resolution and ways to diffuse confrontational situation.

## **Dress for Success – Business Impressions**

*(Instructor: Amy Castro)*

Learn how a professional appearance can improve creditability, leadership, and authority. Identify the basics of appropriate and inappropriate business attire for men and women, discuss the myth of business casual, and learn the importance of grooming and personal appearance maintenance tips that are essential to a professional appearance. Also, identify key body language and vocal qualities to project a professional image and first impression.

**NEW**

## **Effective Conflict Resolution**

*(Instructor: Walt Natemeyer)*

Various types of conflict within an organization will be discussed. An intergroup conflict simulation will provide an opportunity to explore a variety of conflict resolution approaches. Assess your own conflict management style and learn approaches to develop beneficial resolutions and win-win outcomes.

## **Ethics**

*(Instructor: Eileen Begle)*

Harris County is committed to providing its services without the influence or even the *appearance* of influence of our private interests. Learn what the four pillars of the County's Statement of Ethics are and how they relate to your job every day.

**NEW**

## **\*Fair Labor Standards Act: Exempt or Non-Exempt?**

*(Instructor: Alexis Knapp)*

If you are responsible for classifying positions as exempt or non-exempt under the Fair Labor Standards Act, this class is an absolute must. We will identify the four major exemptions under the FLSA and the multi-factor tests used for classifying positions. You'll also learn best practices for getting it right!

**Classes with an asterisk \* are open to managers/supervisors only.**

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# {course descriptions} Courses

**NEW**

## **Firm Foundation – Basic Punctuation, Sentence Structure, and Paragraphing**

*(Instructor: Tawnya Mitchell)*

**G**o back to the foundation elements of writing. Refresh your knowledge of the basic parts of speech and how they work together to formulate effective written communication. Learn how to build well-written, effective sentences. Also, review elements of basic punctuation and simple paragraph structure.

**NEW**

## **Getting to Know Your iPad**

*(Instructor: Michelle Richardson)*

Get to know the basics of the iPad! Learn to navigate with the buttons, keyboard, and your camera. Sync up your email and much more. Come see what it's all about!

## **\*Getting to the Root of the Problem**

*(Instructor: Margaret Johnson)*

Examine interpersonal relationships as well as business processes and procedures to determine the root cause of problems and issues. Learn and practice problem solving techniques to apply to all work concerns and develop plans of action for resolution.

## **Harassment Awareness**

*(Instructor: Eileen Begle)*

Harris County is committed to providing a work place free of harassment. In this interactive session we will identify all of the legally-protected characteristics; describe what is and what is not illegal harassment; explore cultural influences that affect our behavior at work; and discuss the relevant County policies.

## **\*Harassment Awareness and Prevention**

*(Instructor: Alexis Knapp)*

Part of your responsibility as a supervisor is to prevent illegal harassment in the workplace. You have to know what it is to be able to do that! In this interactive session we will identify all of the legally-protected characteristics; discuss what is and what is not illegal harassment; explore cultural influences that affect our behavior at work; and recognize your role in preventing harassment. After conquering that information, we will analyze the steps to take if you receive a report of harassment. You will have plenty of opportunities to ask questions, role play, and discuss possible solutions to hypothetical situations.

**Classes with an asterisk \* are open to managers/supervisors only.**

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# {course descriptions} Courses

**NEW**

## **How Do I Manage My Time – Time Management Assessment and Improvement**

*(Instructor: Tawnya Mitchell)*

**R**eview a quick and easy-to-use tool for identifying your personal time management style. The self-assessment measures an individual's preference for one or more of the four basic behavioral styles. Learn how to capitalize on your strengths and understand how to avoid potential trouble spots. Identify ways to improve interaction with others who have different time management styles.

## **Increasing Communication Effectiveness**

*(Instructor: Walt Natemeyer)*

Effective leadership requires good two-way communication. Examine the responsibilities of the “sender” and the “receiver”. Learn how to build listening skills, manage meetings effectively, and resolve conflict productively. Analyze and assess your communication and interpersonal style.

## **Influencing Positive Change**

*(Instructor: Margaret Johnson)*

Identify and practice behaviors that lead to positive change in yourself and others and learn how to apply strategies to influence both thoughts and actions. Discover sources of influence to be utilized for change and learn how to implement these new skills to influence positive change in the work environment.

## **It's Not Personal – Understanding Why People Behave the Way They Do**

*(Instructor: Robert Pennington/Stephen Haslam)*

Everyone has customers, co-workers, and family who become difficult to deal with from time to time because of our own unconscious habit of feeling uncomfortable, making negative judgments, and taking it all so personally. Learn to notice, interpret, and anticipate other's concerns and feelings on how they will react. Understand both the strengths and weaknesses of yourself and others to find non-threatening ways to approach others and make them feel comfortable.

## **\*Leading Employees to High Performance**

*(Instructor: Walt Natemeyer)*

Examine and review the process of leadership and the characteristic of effective leaders. Learn directive and supportive behavior, how to assess employees' readiness levels, and how to use situational leadership to over-lead and under-lead. Assess your own leadership style and develop ways to fit the needs of your employees.

**Classes with an asterisk \* are open to managers/supervisors only.**



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# **{course descriptions}** Courses

**NEW**

## **Learning to Listen**

*(Instructor: Tawnya Mitchell)*

Learn how to focus and explore the visible and invisible aspects of effective listening behavior. Assess your personal listening skills in three dimensions. Learn what traits and behaviors are needed for both physically and mentally listening to maximize your strengths and improve your weaknesses. Understand common barriers to stay focused, capture the message, and help the speaker.

## **Let's Be the One to Get It Done – Motivating Ourselves and Others**

*(Instructor: Margaret Johnson)*

Determine the events and behaviors that get in the way of getting things done. Examine what motivates you and work to eliminate or minimize de-motivating behaviors. Participants will make a plan to empower themselves and others to get work done effectively and efficiently

**NEW**

## **\*Managing Performance – Key Conversations**

*(Instructor: Tawnya Mitchell)*

Addressing unsatisfactory performance as soon as it becomes apparent is crucial. It is important to be able to recognize the types of poor performance and understand which responses are likely to be most effective for each. Learn to appreciate the importance of gathering facts and data rather than rumors, assumptions, or guesswork. Learn positive and constructive methods for handling unacceptable performance, including tips on how to provide corrective feedback. Identify and practice key communication techniques.

## **Mind Stretchers – Critical Thinking Skills for Every Day Life**

*(Instructor: Margaret Johnson)*

Define critical thinking and describe the basic competencies for steps in decision making. Evaluate arguments, assumptions, and patterns in the thinking process to apply methods and remove hindrances to effective critical thinking. Develop an action plan to incorporate the new skills back on the job.

## **\*Motivating Your Employees**

*(Instructor: Amy Castro)*

Examine and analyze motivation myths, evaluate tools and techniques, and identify employee motivators and methods. Learn the benefits of having motivated employees and practice motivational discussions.

**Classes with an asterisk \* are open to managers/supervisors only.**

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# *{course descriptions}* Courses

## **\*Peer Today, Boss Tomorrow – Making a Successful Transition**

*(Instructor: Amy Castro)*

Identify the challenges associated with transitioning from a group's peers to their supervisor. Analyze common reactions of others, practice conducting transition interviews, recognize and plan how to overcome pitfalls of new peer-to-boss supervisors.

## **Planning Your Financial Future & Overcoming Debt**

*(Instructor: Judy Entzenberger)*

Planning for the future requires saving today. This seminar shows you how to overcome the typical road blocks to saving – not only getting out of debt but also the importance of investing. Learn about the different types of debt and how to work towards living debt-free. This class will help distinguish the differences between good debt and bad debt; explains the effect of interest charges; and describes ways to manage spending habits and create savings habits.

## **Power Tools – Proofing Tips and Techniques**

*(Instructor: Tawnya Mitchell)*

Identify methods for proofing and editing content, structure, spelling, grammar, and usage. Practice proofreading and editing skills using samples provided and participate in group discussion regarding changes made.

## **Projecting Professionalism**

*(Instructor: Tawnya Mitchell)*

Learn the importance of projecting a professional image through email, correspondence, and phone etiquette by understanding the impact of first impressions. Identify techniques to improve and polish speaking skills. Also, learn specific tips to improve professional image through dress, posture, poise, and body language, to match experience with expectations and performance.

## **Providing Excellent Customer Service**

*(Instructor: Judy Entzenberger)*

Difficult people make our job challenging and we tend to get frustrated, angry, and uncomfortable. Learn how to control their responses while still obtaining appropriate customer service etiquette. Review strategies to deal with situations and people when it escalates and promote good habits in successful interactions.

**Classes with an asterisk \* are open to managers/supervisors only.**

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# {course descriptions} Courses

## **Respectful Communication in the Workplace**

*(Instructor: Judy Entzenberger)*

It is important to be aware of workplace culture so individuals can navigate these relationships successfully. Learn how to distinguish different kinds of boundaries and understand the wide range of factors in dealing with personalities and situations. Also, learn helpful strategies when dealing with different personalities and develop skills to maintain healthy boundaries.

## **SMART Goal Setting**

*(Instructor: Amy Castro)*

Every year, people dream about the things they would like to accomplish. However, too often, their dreams do not come true. Why? They never turn their dreams into SMART goals with a plan to achieve them. Learn why people fail to achieve their goals, how to overcome resistance to setting goals, how to create SMART goals with specific steps and realistic deadlines, and how to stay motivated on the path to achieving goals.

## **\*Ten Things Every Supervisor Should Know**

*(Instructor: Eileen Begle)*

Whether you have just been promoted or have been a supervisor for years, this class is a MUST! You will walk away with more confidence in dealing with tough issues like performance, attendance, and health-related matters. (Think ADA and FMLA!) We will start with the very basics and progress to detailed discussions of how to manage employee performance.

## **\*The Americans with Disabilities Act**

*(Instructor: Eileen Begle/Alexis Knapp)*

The Americans with Disabilities Act (ADA) is a complex law. If you haven't had this training recently, you should attend one of these classes because the ADA has changed significantly since it was enacted. Supervisors and managers need to know what their obligations are to employees with disabilities. Come prepared to engage in lively discussions! We will define what is and what is not a "disability" under the Act, identify when reasonable accommodations are legally required, analyze how to determine whether a requested accommodation is reasonable, compare and contrast the protections under the ADA and the FMLA, explore legal strategies for dealing with potentially abusive situations, and practice recognizing ADA and FMLA issues in the workplace and developing appropriate responses to them.

**Classes with an asterisk \* are open to managers/supervisors only.**

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# {course descriptions} Courses

## **The Glass is Half Full - Shifting Perception to Achieve Results**

*(Instructor: Margaret Johnson)*

**E**xamine your thinking patterns and learn to look for opportunities rather than problems, strengths more than weaknesses, and what can be done instead of what can't. Identify those areas of negativity and change the way you see yourselves, others, and situations, while practicing practical applications.

## **Understanding & Communicating with a Multigeneration Workforce & Generational Differences**

*(Instructor: Judy Entzenberger)*

There are four diverse generations working side-by-side in today's workplace, each with its own viewpoint, values, and style. It is very important in developing and maintaining harmonious, workplace relationships. Learn how to communicate with all your coworkers regardless of age, identify generational differences, eliminate old stereotypes, and learn how to custom-fit your communication style to meet the challenges of generational differences and find commonalities among the generations.

## **\*Understanding Human Behavior**

*(Instructor: Walt Natemeyer)*

Analyze what motivates people and discuss how to avoid employee frustration. Topics to be explored include the performance equation, hierarchy of needs and achievement motivation, and values and human behavior.

**NEW**

## **What's My Role? – Team Roles and Dynamics**

*(Instructor: Tawnya Mitchell)*

Identify your personal team member style and develop the interpersonal skills needed for effective teamwork. Understand how to capitalize on style strengths and how to improve on trouble spots. Identify your fellow team members' styles to better understand their behavior, learn how to adapt it to improve interpersonal relationships, and develop rapport to become an effective team.

**Classes with an asterisk \* are open to managers/supervisors only.**

**Thank you for viewing the Course Catalog.**

**Please feel free to contact us  
if you have any questions.**

**713-274-5419**

**[www.harriscountytexas.gov/hctraining](http://www.harriscountytexas.gov/hctraining)**

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